

Agenda

embrace colorado

Members Meeting

October 8, 2008
7:00 a.m. – 10:00 a.m.
Egg & I Restaurant
1205 Main Street
Windsor, CO

A. Breakfast Orders	10 Min
B. Approval of Minutes	05 Min
C. Contracting w/CDOT	
a. Status of Contract	05 Min
b. Options (3)	05 Min
c. Reimbursement Contracts – How They Work	05 Min
d. Scope of Work	05 Min
e. Scope Budget	05 Min
D. Board Membership	
a. Board Size	10 Min
b. Matrix Review	10 Min
c. Board Member Nominees	15 Min
i. Presentations	
ii. Discussion	
iii. Voting	
d. Candidate Recruitment	15 Min
i. Matrix	
ii. Assignments	
e. Recruitment Letter	
E. Mission & Strategy	15 Min
F. Executive Director Employment Resolution	05 Min
G. Break	10 Min
H. Revised Proposed Budget(s)	15 Min
I. Fund Raising	25 Min
i. Fundraising Committee	
ii. Fundraising Plan – Draft	

- iii. Community Foundation of Northern Colorado
 - 1. Embrace Colorado Fund
 - 2. UniverCity Annual Stakeholders Meeting (10/23/08), 4:00 – 6:00 p.m.,
University Center for the Arts, Fort Collins
- iv. 1st Year Cash Flow \$75K
- v. Vestment of Board Members
 - 1. Make checks payable to the Community Foundation of Northern Colorado
 - 2. “Embrace Colorado Fund” on the Memo line
 - 3. No prescribed amount
- vi. Contributions (September/October)
- vii. Visioning Project Funding Strategy (Long-term)
 - 1. Federal Grants/Resources Timeline
 - a. New Authorization Legislation
 - b. Appropriations
 - 2. State (DOLA) Grants/Resources Timeline
 - a. Local Sponsors Report
 - i. Berthoud
 - ii. Fort Collins
 - iii. Milliken
 - iv. Johnstown
 - 3. State Relations
 - a. Colorado Legislative Council (01/2009)
- viii. Business Support
 - 1. NCLA
 - 2. CEO Forum
- ix. Assignments
- b. Politics 10 Min
 - i. Elected Officials
 - ii. Appointed Officials
 - iii. Assignments
- J. Next Meeting Date/Place 05 Min
- K. Other Business 05 Min
- L. Adjourn

Governing Board Meeting Summary

embrace colorado

September 10, 2008

7:00 a.m. – 10:00 a.m.

Egg & I Restaurant

Windsor, CO

Members Present:

Glenn Vaad
Milan Karspeck
Bill Kaufman
Ed Starck

Members Absent:

Louis Swanson
Tom Selders

Staff Present:

John Daggett

Guests:

Meg Corwin

Call to Order

Acting Chair Kaufman called the meeting to order at 7:10 a.m.

Minutes from August 5, 2008

Acting Secretary Karspeck moved to approve the minutes as corrected. Member Vaad seconded the motion. The minutes were approved unanimously.

CDOT Contract

Daggett explained that staff had just met with a large entourage of auditors, project staff, and accountants from CDOT and a representative of the Federal Highway Administration to review the proposed contracting arrangement between Embrace Colorado and the State. There were many concerns expressed from the standpoint that the State generally does not contract directly with nonprofits and especially that Embrace Colorado was a new nonprofit without much track record.

Daggett shared the North Front Range Transportation & Air Quality Planning Council (NFRMPO) resolution with the Board. The resolution identifies nine-points for the general relationship the NFRMPO approved as a part of it providing \$200,000 in federal funds for Embrace Colorado to begin its visioning effort.

Daggett also shared a draft scope of work he proposed for use with the State for the work to be done by Embrace Colorado. He explained that the work was consistent with the work that would be needed to move the visioning effort forward in the first (start up) year.

Board members discussed contracting with the State and the challenges inherent in such a relationship for a nonprofit. The Board also briefly discussed the scope of work understanding that it was still being negotiated.

Mission Statement

Board members continued work on a draft mission statement.

Daggett reminded the Board members that the exercise to examine and create a mission was based on answering four questions:

1. Purpose: Why does **embrace colorado** exist?
2. Action: What will you do to achieve your purpose?
3. Beneficiaries: Who will benefit?
4. Values: What beliefs guide your work?

Board members discussed their ideas related to the current draft. The mission statement currently reads:

"Embrace Colorado seeks to facilitate a respectful and constructive conversation among the citizens of Northern Colorado to create a region rich in opportunity, diversity, and quality of life for all our citizens based on our common heritage."

Board members offered the following ideas and felt the Board should continue to work on the mission as the Board increased in size. The members present agreed to think about improvements to the mission statement.

- “Seek to facilitate over a period of time”
- “There are phases to this effort”
- “Develop a vision with a period certain”
- “What lengths of time we are talking about?”
- “Goods, services, and people...”
- “Keep it short and succinct”

Board Membership

The Board discussed three new Board nominees. They are 1) John Kefalas, State Representative; 2) Angela Milewski, Principal with BHA Design; and 3) Rocky Scott, Principal with McWhinney Corporation. Each name was placed in nomination followed by a brief discussion. Acting Treasurer Ed Starck made the motion to accept each candidate for the Board. Acting Secretary Milan Karspeck seconded the motion. The Board voted unanimously in favor of the motion.

Chair Kaufman then led a discussion based on the Board membership matrix. A number of potential candidates were identified and discussed and Board members asked that those names be added to the matrix. Each Board member committed to contacting candidates to explore their interest in Embrace Colorado and the work effort ahead. Some of the new Board members were also “volunteered” for service via existing members. Those assignments are as follows:

- Bill:
 - John Blair, Investment Banker, Home State Bank
 - Jim Disney, Former Larimer County Commissioner
- Ed:
 - Kay Drake, Former Windsor HS Principal
- Ed w/Rocky's help
 - Kevin Cory, Vestas Corporation
- John:

- United Way of Larimer County (Mary Atchinson or Gordon Thibedeau)
- Glenn
 - Tom Heron, Ag Professionals
 - Bill Markham, Farmer
- Lou
 - Marsi Liddell, Aims Community College
 - Kay Norton, University of Northern Colorado
 - Dave Edwards, Community Foundation of Northern Colorado
- Milan w/Angie's help
 - Kim Jordon, New Belgium Brewery

Board members also discussed utilities, health, and other professional representation on the Board and identified a number of other regional names. Daggett introduced the notion of having honorary Board members/chairs as a way to involve people who could not otherwise participate due to time constraints, but could put their name behind Embrace Colorado and support the effort none-the-less.

Budget & Fundraising

Daggett presented four budgets with varying start dates for the Board to consider. In each case the start date changed one month into the future. The budgets started on October 1, November 1, December 1, and January 1. Each of the budgets is dependent on two revenue outcomes: 1) securing a grant contract with the CDOT for federal funds and 2) raising local funding in ample amounts for start up, operating, cash flow and matching funds. Daggett estimated that the amount of local funds needed would be at least \$75,000.

The Board discussed the challenges and opportunities related to fundraising. Daggett suggested a committee of the Board be established to complete a fundraising plan for the Board to consider. Daggett said he would follow up with members about serving on the committee.

Next Meeting

The meeting time and location were adequate according to the members. A similar time and day of the week will work for all who were present. Meetings will continue on the 2nd Wednesday of the month from 7:00 to 10:00 a.m. at the Windsor Egg & I Restaurant (1205 Main Street, Windsor CO). Daggett suggested that this item be revisited at each Board meeting as the Board expands in size.

There was no other business. Daggett thanked all who attended for their input and enthusiasm.

The meeting adjourned at 9:35 a.m.

embrace colorado

Choosing Our Future

Agenda Item Summary	Item: C
	Date: October 8, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Contracting with CDOT

Action:

Staff is asking for guidance from the Board in assessing the draft scope of work and contracting options for the CDOT contract.

Executive Summary:

embrace colorado[™] staff are now in consultation with the Colorado Department of Transportation (CDOT) on the scope of work that will govern **embrace colorado**[™] activities for the coming year related to receipt of \$200,000 in federal funds for services performed. Staff has prepared a draft scope of work that includes activities designed to enable **embrace colorado**[™] to build a broad foundation of support for the implementation of a visioning/scenario planning process in the fall/winter of 2009/2010.

Attached are two sets of documents: the 1st is a draft of the scope of work and a set of budgets based on contracting options offered by CDOT staff.

Options for Contracting with CDOT

1. Contracting Directly (Embrace Colorado/CDOT)
 - a. Pros:
 - i. Maintains integrity of Embrace Colorado separate from the NFRMPO and identifies visioning project belonging to Embrace Colorado
 - ii. Builds relationship with CDOT (administratively)
 - iii. Develops relationship with the State of Colorado
 - b. Cons:
 - i. Will take until the 1st of the year to initiate
 - ii. Requires that Embrace Colorado cover all administrative and fund raising costs separately from contract (larger operating fund)
 - c. Matching is \$41,545.00
2. Contract as a Planning Project via North Front Range MPO
 - a. Pros:
 - i. Maintains integrity of Embrace Colorado separate from the NFRMPO
 - ii. Maintains some Embrace Colorado control over visioning project
 - iii. Builds relationship with NFRMPO (administratively)
 - iv. Likely to be able to charge a portion of administrative costs to visioning project
 - b. Cons:
 - i. Will take until the 1st of the year to initiate
 - ii. Identifies visioning project belonging to NFRMPO
 - iii. Must approve through NFRMPO Council
 - iv. Requires that Embrace Colorado cover all fund raising costs separately from contract
 - v. Does not develop a relationship with the State of Colorado
 - vi. Public perception of the visioning effort may change
 - c. Matching is \$41,545.00
3. Embrace Colorado Board Acts as a Separate Advisory Board to North Front Range MPO
 - a. Pros:
 - i. Maintains some Embrace Colorado control over visioning project
 - ii. Creates dependency relationship with NFRMPO
 - b. Cons:
 - i. Will take until the 1st of the year to initiate
 - ii. Executive director becomes NFRMPO employee
 - iii. Must approve through NFRMPO Council
 - iv. Identifies visioning project belonging to NFRMPO
 - v. Requires that Embrace Colorado cover all fund raising costs separately from contract
 - vi. Does not develop a relationship with the State of Colorado
 - vii. Public perception of the visioning effort will change
 - c. Matching is \$41,545.00

Option 1 Admin Not Allowed Embrace Colorado	Allocation			
	Total Budget	STP Metro	Administration	General Fund/Fundraising
	100%	70%	25%	5%
2009 Budget				
January 1 Start Date				
EIN 42-1762331				
Revenues				
Federal				
EPA				
DOT				
CDOT (STP Metro)	\$200,000	\$200,000		
State				
DOLA				
Other				
Local				
Governments				
Private				
Corporations				
Cash	\$4,213			\$4,213
In-Kind	\$32,500	\$20,787		\$11,713
Foundations	\$13,287			\$13,287
Individuals	\$25,075	\$20,788		\$4,287
Total Revenue	\$275,075	\$241,575		\$33,500
Expenditures				
Personnel				
Salaries	\$90,000	\$63,000	\$22,500	\$4,500
Benefits	\$31,500	\$22,050	\$7,875	\$1,575
Purchased	\$0	\$0		
Board Expenses				
Meeting Space	\$1,800	\$1,260	\$450	\$90
Food	\$3,600	\$2,520	\$900	\$180
Computer				
Hardware	\$3,000	\$2,100	\$750	\$150
Software	\$1,200	\$1,200	\$0	\$0
ISP/IT Support	\$1,250	\$1,250	\$0	\$0
Server	\$5,000	\$3,500	\$1,250	\$250
Consultant & Professional Services				
Accounting/Payroll Services/Banking Fees	\$12,000	\$8,400	\$3,000	\$600
Clerical Support	\$10,400	\$7,280	\$2,600	\$520
Visioning - Consultants	\$0	\$0	\$0	\$0
Dues & Subscriptions				
APA/AICP	\$600	\$600	\$0	\$0
ARS	\$500	\$500	\$0	\$0
Colorado Nonprofit Association	\$225	\$0	\$0	\$225
Fund Raising Expense				
Materials, Postage, Other	\$7,000	\$0	\$0	\$7,000
General Event/Meeting Expenses				
Room	\$1,200	\$840	\$300	\$60
Refreshments	\$1,200	\$840	\$300	\$60
Insurance				
General Liability	\$1,000	\$700	\$250	\$50
Auto	\$2,500	\$1,750	\$625	\$125
Directors & Officers	\$1,000	\$700	\$250	\$50
Legal				
Attorney	\$6,000	\$0	\$5,000	\$1,000
Office				
Office Rent	\$16,000	\$11,200	\$4,000	\$800
Furniture	\$2,000	\$1,400	\$500	\$100
Reproduction/Printing	\$14,400	\$10,458	\$0	\$3,942
Telephone				
Land Line	\$1,200	\$840	\$300	\$60
Cell Service	\$1,200	\$840	\$300	\$60
Conferencing Service	\$2,000	\$1,400	\$500	\$100
Travel				
Conference	\$4,000	\$4,000	\$0	\$0
Auto	\$9,500	\$6,650	\$2,375	\$475
Licensing	\$500	\$350	\$125	\$25
Fuel	\$4,900	\$3,430	\$1,225	\$245
Auto Maintenance	\$4,900	\$3,430	\$1,225	\$245
Website Expense				
Hosting	\$1,000	\$1,000	\$0	\$0
Portal Development/Maintenance	\$32,500	\$20,787	\$0	\$11,713
Total Expenditures	\$275,075	\$184,275	\$56,600	\$34,200

\$275,075	Totals
\$90,800	Admin plus Fundraising
\$152,561.27	Federal Funds
\$31,713.73	Match Needed
\$122,513.73	Total Fundraising Local
\$275,075	Total Budget

**Option 1 Admin
Not Allowed - Full
Federal Funds**

Embrace Colorado 2009 Budget January 1 Start Date EIN 42-1762331	Allocation			
	Total Budget	STP Metro	Administration	General Fund/Fundraising
	100%	70%	25%	5%
Revenues				
Federal				
EPA				
DOT				
CDOT (STP Metro)	\$200,000	\$200,000		
State				
DOLA				
Other				
Local				
Governments				
Private				
Corporations				
Cash	\$4,213			\$4,213
In-Kind	\$32,500	\$20,787		\$11,713
Foundations	\$13,287			\$13,287
Individuals	\$25,075	\$20,788		\$4,287
Total Revenue	\$275,075	\$241,575		\$33,500

Expenditures				
Personnel				
Salaries	\$90,000	\$63,000	\$22,500	\$4,500
Benefits	\$31,500	\$22,050	\$7,875	\$1,675
Purchased	\$0	\$57,300		
Board Expenses				
Meeting Space	\$1,800	\$1,260	\$450	\$90
Food	\$3,600	\$2,520	\$900	\$180
Computer				
Hardware	\$3,000	\$2,100	\$750	\$150
Software	\$1,200	\$1,200	\$0	\$0
ISP/IT Support	\$1,250	\$1,250	\$0	\$0
Server	\$5,000	\$3,500	\$1,250	\$250
Consultant & Professional Services				
Accounting/Payroll Services/Banking Fees	\$12,000	\$8,400	\$3,000	\$600
Clerical Support	\$10,400	\$7,280	\$2,600	\$520
Visioning - Consultants	\$0	\$0	\$0	\$0
Dues & Subscriptions				
APA/AICP	\$600	\$600	\$0	\$0
ARS	\$500	\$500	\$0	\$0
Colorado Nonprofit Association	\$225	\$0	\$0	\$225
Fund Raising Expense				
Materials, Postage, Other	\$7,000	\$0	\$0	\$7,000
General Event/Meeting Expenses				
Room	\$1,200	\$840	\$300	\$60
Refreshments	\$1,200	\$840	\$300	\$60
Insurance				
General Liability	\$1,000	\$700	\$250	\$50
Auto	\$2,500	\$1,750	\$625	\$125
Directors & Officers	\$1,000	\$700	\$250	\$50
Legal				
Attorney	\$6,000	\$0	\$5,000	\$1,000
Office				
Office Rent	\$16,000	\$11,200	\$4,000	\$800
Furniture	\$2,000	\$1,400	\$500	\$100
Reproduction/Printing	\$14,400	\$10,458	\$0	\$3,942
Telephone				
Land Line	\$1,200	\$840	\$300	\$60
Cell Service	\$1,200	\$840	\$300	\$60
Conferencing Service	\$2,000	\$1,400	\$500	\$100
Travel				
Conference	\$4,000	\$4,000	\$0	\$0
Auto	\$9,500	\$6,650	\$2,375	\$475
Licensing	\$500	\$350	\$125	\$25
Fuel	\$4,900	\$3,430	\$1,225	\$245
Auto Maintenance	\$4,900	\$3,430	\$1,225	\$245
Website Expense				
Hosting	\$1,000	\$1,000	\$0	\$0
Portal Development/Maintenance	\$32,500	\$20,787	\$0	\$11,713
Total Expenditures	\$275,075	\$241,575	\$56,600	\$34,200

\$332,375	Totals
\$90,800	Admin plus Fundraising
\$199,999.94	Federal Funds
\$41,575.06	Match Needed
\$132,375.06	Total Fundraising Local
\$332,375	Total Budget

Option 1 Admin Allowed Embrace Colorado 2009 Budget January 1 Start Date EIN 42-1762331	Allocation			
	Total Budget	STP Metro	Administration	General Fund/Fundraising
	100%	95%	0%	5%
Revenues				
Federal				
EPA				
DOT				
CDOT (STP Metro)	\$200,000	\$200,000		
State				
DOLA				
Other				
Local				
Governments				
Private				
Corporations				
Cash	\$4,213			\$4,213
In-Kind	\$32,500	\$20,787		\$11,713
Foundations	\$13,287			\$13,287
Individuals	\$25,075	\$20,788		\$4,287
Total Revenue	\$275,075	\$241,575		\$33,500
Expenditures				
Personnel				
Salaries	\$90,000	\$85,500	\$0	\$4,500
Benefits	\$31,500	\$29,925	\$0	\$1,575
Purchased	\$0	\$0		
Board Expenses				
Meeting Space	\$1,800	\$1,710	\$0	\$90
Food	\$3,600	\$3,420	\$0	\$180
Computer				
Hardware	\$3,000	\$2,850	\$0	\$150
Software	\$1,200	\$1,200	\$0	\$0
ISP/IT Support	\$1,250	\$1,250	\$0	\$0
Server	\$5,000	\$4,750	\$0	\$250
Consultant & Professional Services				
Accounting/Payroll Services/Banking Fees	\$12,000	\$11,400	\$0	\$600
Clerical Support	\$10,400	\$9,880	\$0	\$520
Visioning - Consultants	\$0	\$0	\$0	\$0
Dues & Subscriptions				
APA/AICP	\$600	\$600	\$0	\$0
ARS	\$500	\$500	\$0	\$0
Colorado Nonprofit Association	\$225	\$0	\$0	\$225
Fund Raising Expense				
Materials, Postage, Other	\$7,000	\$0	\$0	\$7,000
General Event/Meeting Expenses				
Room	\$1,200	\$1,140	\$0	\$60
Refreshments	\$1,200	\$1,140	\$0	\$60
Insurance				
General Liability	\$1,000	\$950	\$0	\$50
Auto	\$2,500	\$2,375	\$0	\$125
Directors & Officers	\$1,000	\$950	\$0	\$50
Legal				
Attorney	\$6,000	\$5,000	\$0	\$1,000
Office				
Office Rent	\$16,000	\$15,200	\$0	\$800
Furniture	\$2,000	\$1,900	\$0	\$100
Reproduction/Printing	\$14,400	\$10,458	\$0	\$3,942
Telephone				
Land Line	\$1,200	\$1,140	\$0	\$60
Cell Service	\$1,200	\$1,140	\$0	\$60
Conferencing Service	\$2,000	\$1,900	\$0	\$100
Travel				
Conference	\$4,000	\$4,000	\$0	\$0
Auto	\$9,500	\$9,025	\$0	\$475
Licensing	\$500	\$475	\$0	\$25
Fuel	\$4,900	\$4,655	\$0	\$245
Auto Maintenance	\$4,900	\$4,655	\$0	\$245
Website Expense				
Hosting	\$1,000	\$1,000	\$0	\$0
Portal Development/Maintenance	\$32,500	\$20,787	\$0	\$11,713
Total Expenditures	\$275,075	\$240,875	\$0	\$34,200

\$275,075	Totals
\$34,200	Admin plus Fundraising
\$199,420.41	Federal Funds
\$41,454.59	Match Needed
\$75,654.59	Total Fundraising Local
\$275,075	Total Budget

Option 2 Embrace Colorado	Allocation			
				General
	Total Budget	STP Metro	Administration	Fund/Fundraising
2009 Budget				
January 1 Start Date	100%	95%	0%	5%
EIN 42-1762331				
Revenues				
Federal				
EPA				
DOT				
CDOT (STP Metro)	\$200,000	\$200,000		
State				
DOLA				
Other				
Local				
Governments				
Private				
Corporations				
Cash	\$4,213			\$4,213
In-Kind	\$32,500	\$20,787		\$11,713
Foundations	\$13,287			\$13,287
Individuals	\$25,075	\$20,788		\$4,287
Total Revenue	\$275,075	\$241,575		\$33,500

Expenditures				
Personnel				
Salaries	\$90,000	\$85,500	\$0	\$4,500
Benefits	\$31,500	\$29,925	\$0	\$1,575
Purchased	\$0			
Board Expenses				
Meeting Space	\$1,800	\$1,710	\$0	\$90
Food	\$3,600	\$3,420	\$0	\$180
Computer				
Hardware	\$3,000	\$2,850	\$0	\$150
Software	\$1,200	\$1,200	\$0	\$0
ISP/IT Support	\$1,250	\$1,250	\$0	\$0
Server	\$5,000	\$4,750	\$0	\$250
Consultant & Professional Services				
Accounting/Payroll Services/Banking Fees	\$12,000	\$11,400	\$0	\$600
Clerical Support	\$10,400	\$9,880	\$0	\$520
Visioning - Consultants	\$0	\$0	\$0	\$0
Dues & Subscriptions				
APA/AICP	\$600	\$600	\$0	\$0
ARS	\$500	\$500	\$0	\$0
Colorado Nonprofit Association	\$225	\$0	\$0	\$225
Fund Raising Expense				
Materials, Postage, Other	\$7,000	\$0	\$0	\$7,000
General Event/Meeting Expenses				
Room	\$1,200	\$1,140	\$0	\$60
Refreshments	\$1,200	\$1,140	\$0	\$60
Insurance				
General Liability	\$1,000	\$950	\$0	\$50
Auto	\$2,500	\$2,375	\$0	\$125
Directors & Officers	\$1,000	\$950	\$0	\$50
Legal				
Attorney	\$6,000	\$5,700	\$0	\$300
Office				
Office Rent	\$16,000	\$15,200	\$0	\$800
Furniture	\$2,000	\$1,900	\$0	\$100
Reproduction/Printing	\$14,400	\$10,458	\$0	\$3,942
Telephone				
Land Line	\$1,200	\$1,140	\$0	\$60
Cell Service	\$1,200	\$1,140	\$0	\$60
Conferencing Service	\$2,000	\$1,900	\$0	\$100
Travel				
Conference	\$4,000	\$4,000	\$0	\$0
Auto	\$9,500	\$9,025	\$0	\$475
Licensing	\$500	\$475	\$0	\$25
Fuel	\$4,900	\$4,655	\$0	\$245
Auto Maintenance	\$4,900	\$4,655	\$0	\$245
Website Expense				
Hosting	\$1,000	\$1,000	\$0	\$0
Portal Development/Maintenance	\$32,500	\$20,787	\$0	\$11,713
Total Expenditures	\$275,075	\$241,575	\$0	\$33,500

\$275,075	Totals
\$33,500	Admin plus Fundraising
\$199,999.94	Federal Funds
\$41,575.06	Match Needed
\$75,075.06	Total Fundraising Local
\$275,075	Total Budget

Option 3 Embrace Colorado	Allocation			
	Total Budget	STP Metro	Administration	General Fund/Fundraising
2009 Budget				
January 1 Start Date	100%	0%	25%	5%
EIN 42-1762331				
Revenues				
Federal				
EPA				
DOT				
CDOT (STP Metro)	\$200,000	\$200,000		
State				
DOLA				
Other				
Local				
Governments				
Private				
Corporations				
Cash	\$4,213			\$4,213
In-Kind	\$32,500	\$20,787		\$11,713
Foundations	\$13,287			\$13,287
Individuals	\$25,075	\$20,788		\$4,287
Total Revenue	\$275,075	\$241,575		\$33,500
Expenditures				
Personnel				
Salaries	\$90,000	\$0	\$22,500	\$4,500
Benefits	\$31,500	\$0	\$7,875	\$1,575
Purchased	\$0			
Board Expenses				
Meeting Space	\$1,800	\$0	\$450	\$90
Food	\$3,600	\$0	\$900	\$180
Computer				
Hardware	\$3,000	\$0	\$750	\$150
Software	\$1,200	\$0	\$0	\$0
ISP/IT Support	\$1,250	\$0	\$0	\$0
Server	\$5,000	\$0	\$1,250	\$250
Consultant & Professional Services				
Accounting/Payroll Services/Banking Fees	\$12,000	\$0	\$3,000	\$600
Clerical Support	\$10,400	\$0	\$2,600	\$520
Visioning - Consultants	\$0	\$0	\$0	\$0
Dues & Subscriptions				
APA/AICP	\$600	\$0	\$0	\$0
ARS	\$500	\$0	\$0	\$0
Colorado Nonprofit Association	\$225	\$0	\$0	\$225
Fund Raising Expense				
Materials, Postage, Other	\$7,000	\$0	\$0	\$7,000
General Event/Meeting Expenses				
Room	\$1,200	\$0	\$300	\$60
Refreshments	\$1,200	\$0	\$300	\$60
Insurance				
General Liability	\$1,000	\$0	\$250	\$50
Auto	\$2,500	\$0	\$625	\$125
Directors & Officers	\$1,000	\$0	\$250	\$50
Legal				
Attorney	\$6,000	\$0	\$5,000	\$1,000
Office				
Office Rent	\$16,000	\$0	\$4,000	\$800
Furniture	\$2,000	\$0	\$500	\$100
Reproduction/Printing	\$14,400	\$0	\$0	\$3,942
Telephone				
Land Line	\$1,200	\$0	\$300	\$60
Cell Service	\$1,200	\$0	\$300	\$60
Conferencing Service	\$2,000	\$0	\$500	\$100
Travel				
Conference	\$4,000	\$0	\$0	\$0
Auto	\$9,500	\$0	\$2,375	\$475
Licensing	\$500	\$0	\$125	\$25
Fuel	\$4,900	\$0	\$1,225	\$245
Auto Maintenance	\$4,900	\$0	\$1,225	\$245
Website Expense				
Hosting	\$1,000	\$0	\$0	\$0
Portal Development/Maintenance	\$32,500	\$0	\$0	\$11,713
Total Expenditures	\$275,075	\$0	\$56,600	\$34,200

\$90,800	Totals
\$90,800	Admin plus Fundraising
\$0.00	Federal Funds
\$0.00	Match Needed
\$90,800.00	Total Fundraising Local
\$90,800	Total Budget

embrace colorado

Fact Sheet

Mission Statement:

The Board is developing its mission statement. The statement below reflects the draft mission statement as of September 9, 2008.

"Embrace Colorado seeks to facilitate a respectful and constructive conversation among the citizens of Northern Colorado to create a region rich in opportunity, diversity, and quality of life for all our citizens based on our common heritage."

Background and Long-term Vision for embrace colorado

In December 2003, the North Front Range Transportation and Air Quality Planning Council adopted a Strategic Action Plan to guide its development and actions as an organization. The Strategic Action Plan includes propositions that address a variety of topical areas, including the integration of land use patterns and policies with transportation systems. The Strategic Action Plan includes Proposition #1:

Proposition #1. Integration of Land Use and Transportation

Counties, Cities and Towns in the MPO have land use policies and patterns that support and are supported by efficient and cost-effective local and regional transportation systems.

This proposition formed the basis of the NFRMPO's role in integrating land development practices and policies with the transportation planning and systems that serve our land uses. As these two primary elements come into sync, the citizens of the region will come to enjoy benefits realized through this coordination, such as:

- Spending less time traveling in local communities or across the region,
- Spending less money on transportation infrastructure over the long term, and
- Enjoying travel choices in a more liveable regional community.

In September 2005, staff arranged presentations by Robert Grow in Denver and Fort Collins that clearly described the benefits to the Salt Lake Valley from working together and following the regional visioning (scenario planning) process and the promise that such a process holds for the Northern Colorado. In addition, NFRMPO and Envision Utah staff jointly facilitated a scenario planning workshop for land use and transportation planners and others at the Colorado American Planning Association Fall Conference in Fort Collins using growth in the region as the

basis for the workshop's activities.

In November 2005, the Planning Council directed staff by resolution to develop a plan of action to implement a visioning process in Northern Colorado. MPO staff embarked on the effort.

NFRMPO staff spent considerable effort exploring the practice of visioning around the country. Nearly thirty visioning activities and programs were examined to arrive at an approach.

Several key observations from that effort include:

- There is one general approach that is being employed successfully around the United States.
- Nearly all participants found this approach to long-range planning to be essential in addressing the challenges and opportunities regions, counties, cities, towns, districts, and even neighbourhoods, are facing.
- As a rule, visioning (scenario planning) is seen as a constructive method to foster dialogue between social, environmental, educational, business, governmental and other interests.
- This approach works best in rapidly growing and developing areas and regions.
- Non-profit entities are often formed that afford the visioning effort a broad foundation free of inter-jurisdictional politics from which to build public, business, educational, environmental, governmental, and social consensus on a vision for the future.
- The process generally takes, once initiated, about two years to complete.

In 2006, a regional summit was held to promote a regional dialogue about the transportation challenges and opportunities facing Northern Colorado. At the summit, many diverse interests participated to produce a general view of the improvements needed for transportation in local communities and across the region.

By the summer of 2006, however, the Planning Council directed staff to work on developing a regional transportation authority. That effort occupied staff and Council for well over a year. It failed to be placed on the ballot by narrow margins in a number of communities primarily because of the very inter-jurisdictional conflicts and lack of trust that exists in Northern Colorado.

In the fall of 2007, the Planning Council directed staff to refresh the visioning effort through its adoption of the 2008 Unified Planning Work Program (UPWP). The effort moved forward with a kick off introducing visioning in the context of regional collaboration in the spring of 2008.

The MPO held a regional summit in March. The event included addresses by Senators Allard and Salazar, Governor Ritter, Commissioner Rennels, and Councilman Feldhaus. Nearly five hundred participants and local staff attended the event. The clear message from the event was that working to collaborate and develop a vision for the future was essential to the success of Northern Colorado and its communities.

Since the regional summit, **embrace colorado** has been incorporated as a 501(c)(3) nonpartisan non-profit corporation independent of the inter-jurisdictional environment in Northern Colorado. It is organized around developing a visioning process to assist the citizens of Northern Colorado, their governments, businesses, and educational, environmental and social interest groups and institutions collaborate to achieve a future generally agreed to by all.

embrace colorado is planned to function as the facilitator of the regional visioning effort in Northern Colorado over the first three years of its existence. During that time **embrace colorado** will plan, manage and complete a visioning (scenario planning) process that will take place in seven steps. The full process will take approximately \$3 to \$4 million to adequately complete over approximately three years with ongoing activities and responsibilities continuing over a much longer term in the final stage, "Actions".

Seven Stage Visioning Process

1. Discovery

This stage involves laying the foundation for a successful visioning process. The goals are to understand the fundamental aspects of the "political" environment in which the visioning project will take place, establishing a baseline set of data directly and peripherally related to the visioning project, create and implement a short-term public outreach plan, develop and compile local and regional stakeholder information, initiate a public process that produces a request for proposal document for the following stages of the visioning project that is broadly shared and supported, develop the foundation for electronic communication techniques and methods that enhance regional communications between **embrace colorado** and a variety of publics, and acquire the resources that will be necessary to complete the visioning process.

2. Trends

This stage in the process involves performing a detailed analysis of the current land use, transportation and other policies, practices, and investments that affect the region and providing a written and graphical representation of the future that continuing those land use, transportation and other policies, practices, and investments will produce. This represents the first of several scenarios that will inform this larger visioning process.

3. Values

The values stage is an exploration and analysis of the commonly held beliefs and values that exist in Northern Colorado. This effort involves the use of survey information and focus groups that produce a values map for the region and subregions and forms the basis for the language that is used to communicate with and inform the public and stakeholders throughout the remainder of the visioning project. It also forms a qualifier for the measurement of public support for the various scenarios that are developed later.

4. Scenarios

This stage is an extensive public involvement stage of the visioning process where future outcomes (scenarios) are developed through an interactive process of land use and transportation “planning” by the citizens of Northern Colorado. This will be accomplished through the use of a technique contained in a “chip game” where participants are asked to accommodate the projected growth in the region in a horizon year. **embrace colorado** has established mid-century as that year. Participants will be asked to also accommodate this growth by developing a transportation system to serve the new land use.

Inputs from the game are analyzed related to their impacts on a series of quality of life indicators. This analysis allows participants, policy makers and the public understand and assess the future that each of several scenarios and the trend scenario produce.

5. Vision

Through a series of surveys, focus groups, and other inputs, the popularity of each of the scenarios and their elements are assessed for strength of support by the public. An analysis of the public input generally produces a hybrid scenario that becomes the vision scenario. In this stage, tens of thousands of citizens are expected to participate producing political support for a preferred future. Local jurisdictions are asked to affirm the vision by passing a common resolution supporting the vision.

6. Strategies

This stage involves the development of a growth strategy that generally includes goals and objectives that will need to be achieved in order to realize the preferred future. This effort involves an extensive public process that examines the goal areas that directly impact the vision including: land use/development, transportation, the economy, the physical environment and resources. The stage culminates with the adoption of intergovernmental agreements of the region’s jurisdictions agreeing to adopt the growth strategies.

7. Actions

This stage is ongoing and involves facilitating the formation and development of action teams to complete the objectives identified in the regional growth strategy, measuring their progress and identifying resources for the teams’ efforts. **embrace colorado** will play the role of providing continuity for this implementation effort as leaders and other stakeholders change over time to ensure the realization of the vision over the long term.

embrace colorado was formed in the spring of 2008. The Board anticipates that the non-profit will exist many years into the future and hold the belief that **embrace colorado** is essential to the long-term health of the region as it grows into a heavily populated metropolitan area. The Board expects that the organization will play a vital role in facilitating the conversation between the many jurisdictional and other interests in Northern Colorado.

embrace colorado

Choosing Our Future

Board of Directors

Corporate Officers

William Kaufman – Chair

Chair – Colorado Transportation Commission
200 E. 7th Street, #318
Loveland, CO 80537-4870

(970) 667-8888
bill@williamkaufmanpc.com

Louis Swanson – Vice Chair

Vice Provost – Colorado State University
Outreach & Strategic Partnerships
136 Student Services Building
Fort Collins, CO 80523-1050

(970) 491-2785
Louis.Swanson@colostate.edu

Milan Karspeck – Secretary

Former Mayor – Berthoud, Colorado
706 Eighth St
Berthoud, CO 80513-1211

(303) 684-4872
mkarspeck@digitalglobe.com

Ed Starck – Treasurer

Former Mayor – Windsor, Colorado
505 Chestnut
Windsor, CO 80550

(970) 397-8254
itsdark@msn.com

Directors

John Kefalas

State Representative – Colorado House District 52
604 Sycamore Street
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Angela Milewski

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Former Mayor – Greeley, Colorado
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Principal – Strategy & Business Development
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Loveland, Colorado 80538

(970) 278-4445
rockys@mcwhinney.com

Glenn Vaad

State Representative – Colorado House District 48
200 E. Colfax
Denver, CO 80203

(970) 397-5551
glenn.vaad.house@state.co.us

Candidates - Board members are selected by the current Board through a nomination process. Candidate recruitment and selection is based on meeting the needs of the organization through the matrix found in Exhibit B. Each candidate is identified by the Board as a whole and is interviewed by a Board member(s) or the executive director. The candidate is asked to provide a biography and the Board discusses each candidate at a regular meeting of the Board. Board members formally vote on each nomination. **embrace colorado** hopes to limit Board size to fifteen (15).

Board of Directors – The Board’s role is to provide guidance and direction for the organization, oversee the management of the organization and work as a liaison to the larger regional community. The four corporate officers of the corporation also have additional obligations as described in the **embrace colorado** Bylaws. Please see Exhibit C for a copy of the organization’s Bylaws.

Executive Director – The executive director is hired by the Board through a formal contract which describes his/her duties and the conditions of employment. The executive director’s role is to serve and support the Board, manage the organization, and perform or manage the planning duties required by the organization’s work plan. An annual evaluation of performance is required by contract.

Scope of Work

Methodology

Identify and interview local and regional stakeholders as part of a comprehensive visioning/scenario planning process for the Northern Colorado region (both individuals and in group presentations). This task is likely to occur throughout the entire first (start up) year and into the future as more individuals and organizations are identified. Interviews include three parts, 1) an introduction to Embrace Colorado, the growth related challenges and opportunities facing Northern Colorado and the visioning/scenario planning process, 2) a discussion about the opportunities for the stakeholder to get engaged in the Embrace Colorado process and 3) the collection of thoughts and ideas the stakeholder(s) has about the project, Embrace Colorado or the future. Review of the information will occur periodically through the use of a review committee comprised of public and private planners from the region.

Deliverable: Quarterly reports to review committee

Develop extensive stakeholder contact information for of a comprehensive visioning/scenario planning process for the Northern Colorado region. This task involves:

1. building on a number of stakeholder databases currently available through the North Front Range MPO and other sources
2. compiling information from various other sources, e.g., local government VIP lists, business organization leaders both local and regional, NGO (civic) board members, church leaders, agricultural organizations membership, the Motor Carriers Association members, fraternal organizations, etc.
3. identifying “valued” and “high value” stakeholders from collected lists through the interviews above
4. the collection of interested members of the general public for mailings, newsletters, and other correspondence through the website, local governments, organization membership lists, phone contacts, and other sources and methods

Deliverable: Stakeholder database sort-able by geographic location, affiliation, and interest
Identification of persons interested in the visioning/scenario planning effort

Provide an internet portal to promote transparency to the planning process and broad access to information about **embrace colorado** during its start up year. Though there is a limited amount of resources available for this task, initial goals would create a portal similar to the one found at <http://www.thegrandvision.org/>. Longer term (beyond the first year), other elements could be added that might include an interactive element like the website found at <http://guelph.ca/living.cfm?subCatID=1615&smocid=2193#> (click on the “explore your future” box). This task will include redesigning the current Embrace Colorado site graphics and adding features to enhance communications, data collection, and adding transparency to the planning process.

Deliverable: An integrated Web Portal focused on communications and data collection

Seek government, foundation and other grants to complete the seven-step visioning/scenario planning process. The general strategy expected to be followed includes researching and writing federal grants through the USDOT and USEPA, state grant opportunities through the Colorado Department of Local Affairs via jurisdictional sponsors and foundation grants (currently six potential sources have been identified).

Deliverable: Applications for state, federal, corporate, and foundation funding for a regional visioning/scenario planning project

Expand broad-based nonpartisan embrace colorado Board membership. Board members and staff will recruit new Board members who meet certain criteria. The Board's goal is to establish a board that is representative of the Northern Colorado region. Prospective board members are evaluated through a set of criteria designed to strengthen the Board's ability to be successful in establishing and completing a scenario planning process for Northern Colorado. The criteria matrix includes: geography (6 sub-regional components), the functions of public relations, fundraising, planning, legal, and financial management and the affiliations of utilities, health, business, faith, environment, public sector, education, NGO/civic, and agriculture.

Deliverable: Board of Directors supportive of establishing a visioning/scenario planning project in Northern Colorado

Develop public outreach plan, public outreach materials and perform public outreach activities, such as public meetings, forums, open houses, press releases, news conferences, etc. This task has an educational focus to engage the public in understanding the goals Embrace Colorado, the visioning (scenario planning) process, current benchmark data and future forecast conditions and their implications for the quality of life in Northern Colorado. Because resources are limited, Embrace Colorado is likely to use the news media, existing newsletters, its own website, other organizations and periodic public meetings to engage the public at large.

The executive will develop the public outreach plan using the model, Systematic Development of Informed Consent (SDIC). The executive director will manage this effort with assistance from the Board, volunteers and staff from public and private agencies. Approximately twenty percent of the budget is dedicated to this effort. Reasonable accommodations will be made for all citizens to attend or participate.

Deliverable: A public outreach plan, outreach materials, and outreach activities in all subregions of the region during the startup year

Develop benchmarks including environmental, economic, transportation, land use, housing, natural resources, and technological measures. Much of this data is available from a variety of sources including the North Front Range MPO, resource agencies, and other data providers. The data will be compiled over the course of the start up year and published. Though extensive data is required, much of the data is expected to be available at reduced or no cost. This effort is designed to identify the baseline measures of data relevant to the visioning effort and for the measurement of future change, past trends and to establish and measure actual trends over time. This effort will be modeled after other visioning/scenario planning projects.

Deliverable: Data in all significant areas of study relevant to visioning/scenario planning for Larimer and Weld counties
Published Benchmark report

Develop the Request for Proposals (RFP) for the visioning/scenario planning project. This task is designed to involve a large working group of citizen stakeholders meeting regularly. The working group will work from successful projects and RFPs used in other areas of the country. The working group participants will reflect the interests of the region and will form the basis for contacts and information dissemination to much larger publics via their representatives.

Deliverable: Board adopted request for proposal for a visioning/scenario planning project

Develop and monitor contracts with CDOT, local, state and federal agencies, and outside professional firms. This element will involve staff and Board members to ensure that contract conditions have been met including both the administrative and legal conditions, as well as, completing planning products on time and within budget.

Deliverable: Contracts with all funding partners
Periodic contract evaluation (quarterly)

Provide support and direction for the embrace colorado Board and stakeholder committees in implementing visioning/scenario planning in Northern Colorado. Staff support will be essential to the adequate functioning of the organization. It is expected that staff (1.0 FTE) and purchased services will be sufficient to provide a high level of support during the start up year.

Deliverable: Staff support for Board and committees

Manage all administrative duties for embrace colorado.

Deliverables include, but are not limited to, the following:

1. Financial activities including fund management, accounting, and financial and grant reporting
2. Efficient operation of the embrace colorado office
3. IT activities, services and support
4. Schedule, arrange and attend meetings; prepare agendas, mailings, minutes, and reports relating to Embrace Colorado activities including travel and meeting expenses as necessary.

embrace colorado

Gantt Timeline

ID	Task Name	Start	Finish	Duration	Q4 08		Q1 09			Q2 09			Q3 09			Q4 09		
					Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
1	Start Up Activities	11/3/2008	11/28/2008	20d	[Gantt bar]													
2	Identify and interview local and regional stakeholders	11/3/2008	10/30/2009	260d	[Gantt bar]													
3	Develop extensive stakeholder contact information	11/3/2008	10/30/2009	260d	[Gantt bar]													
4	Provide an internet portal	12/1/2008	5/1/2009	110d	[Gantt bar]													
5	Seek government, foundation and other grants	11/3/2008	10/30/2009	260d	[Gantt bar]													
6	Expand broad-based nonpartisan Embrace Colorado Board membership	11/3/2008	4/30/2009	129d	[Gantt bar]													
7	Develop public outreach plan	11/3/2008	12/31/2008	43d	[Gantt bar]													
8	Develop public outreach materials	12/1/2008	1/30/2009	45d	[Gantt bar]													
9	Perform public outreach activities	2/2/2009	10/30/2009	195d	[Gantt bar]													
10	Develop benchmarks	3/2/2009	10/30/2009	175d	[Gantt bar]													
11	Develop the Request for Proposals	2/2/2009	7/31/2009	130d	[Gantt bar]													
12	Develop and monitor contracts	11/3/2008	10/30/2009	260d	[Gantt bar]													
13	Provide support and direction for the Embrace Colorado Governing Board and stakeholder committees	11/3/2008	10/30/2009	260d	[Gantt bar]													
14	Manage all administrative duties	11/3/2008	10/30/2009	260d	[Gantt bar]													
15	Visioning presentations to local jurisdictions	11/4/2008	10/30/2009	259d	[Gantt bar]													
16	Other activities as required	11/4/2008	10/30/2009	259d	[Gantt bar]													
17																		
18																		

Fundraising

There are two components to fundraising, 1) grant writing and development and 2) private giving. In order to meet conditions related to the receipt of federal funds, **embrace colorado** has separated the responsibility for the two efforts.

Grant writing and development will be the responsibility of the executive director with support and assistance from the Board. In the start up year, it is planned that grants will be written for both general operating and specifically for the 2009/2010 visioning project. It may, in fact, be possible to imbed operating costs into the visioning project applications.

Private giving, whether through business or private individuals, is the primary responsibility of the Board. The Board has created a committee for that specific purpose. Staff will assist in support of the Board's efforts, but will separately track any time or expense related to this task. Private fundraising campaign costs are not reflected in the budget because it is expected that those costs will be directly underwritten by campaign sponsors.

Budget

The budget presented as an annual budget. Start up is not expected to occur before the STP – Metro and matching funds and a cash operating reserve are secured. The budget can be found in Exhibit A for the first year of operations reflected in this scope of work.

The budget total is \$275,017. All work in the scope is expected to be completed in twelve months and within budget.

Total			\$275,017
	Federal		\$200,000
	Local	In-Kind (Match)	\$ 20,787 ¹
		Local Cash (Match)	\$ 20,788
	Subtotal		\$ 241,575
		Other Local Cash	\$ 33,500
	Total		\$ 275,075

In-kind match is expected to be comprised of real property and services. Examples include: office space, automobile, web services and fees, and fuel.

Out of state travel is expected to involve site visits to existing visioning/scenario planning projects and conference attendance at the American Planning Association and Alliance for Regional Stewardship annual conference venues. Out of state travel expenses are estimated at \$5,000.

¹ See Exhibit D

Financial Information

Upon execution of the contract, **embrace colorado** will have the following financial arrangements in place:

- Retain an accounting firm
- Use a local full-service bank for all financial transactions (including payroll)

The executive director and ultimately the Board is responsible for ensuring compliance with all federal and state contracting requirements.

Products

embrace colorado is expecting to produce the following products during its start up year including, but not necessarily limited to:

- An effectively administered nonprofit
- An active Board of Directors
- A public outreach plan, materials and activities
- A web portal
- A scenario planning Request for Proposals (RFP) for future year activities
- A set of current benchmark measurements
- Local, state, federal, and foundation grants

Milestones (See deliverables above)

Start-up Activities	Month 1
Web portal effort begins	Month 2
RFP committee established	Month 3
Complete public outreach plan and materials	Month 3
Benchmark measurement project initiated	Month 4
Web portal completed	Month 6
Complete Embrace Colorado Board membership	Month 6
Draft RFP completed	Month 9
Benchmark measurement project completed	Month 12
Complete stakeholder interviews	Month 12
Identify local and regional stakeholders	Ongoing
Local, state, federal, and foundation grant applications	Ongoing
Present visioning/scenario planning to jurisdictions	Ongoing
Perform public outreach activities	Ongoing
Project administration	Ongoing

Communications & Decision Making

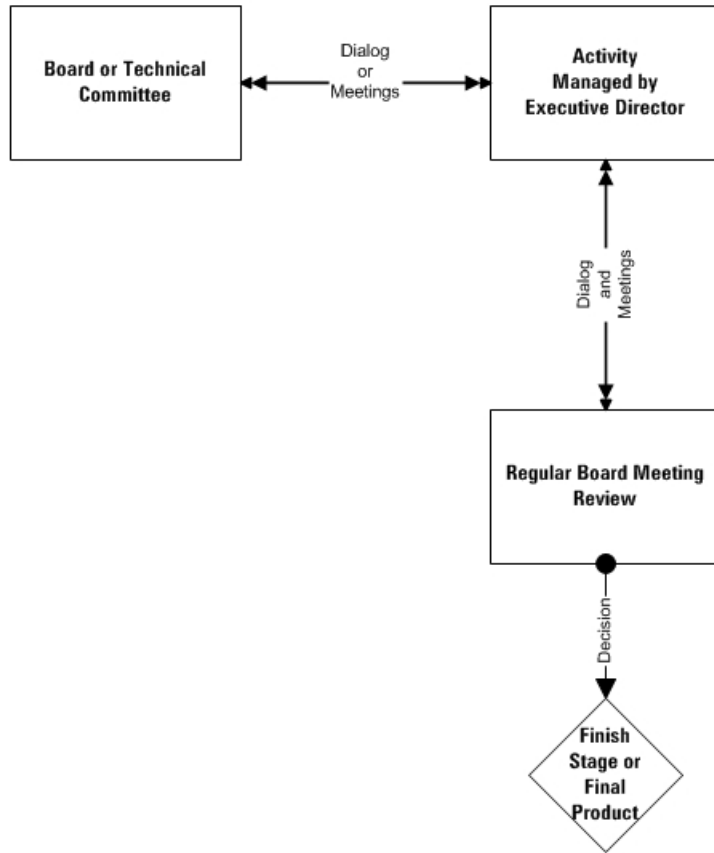


Exhibit A

embrace colorado
2009 Calendar Year Budget

Embrace Colorado 2009 Budget January 1 Start Date EIN 42-1762331	Allocation		
	Total Budget	STP Metro	General Fund
		95%	5%
Revenues			
Federal			
EPA			
DOT			
CDOT (STP Metro)	\$200,000	\$200,000	
State			
DOLA			
Other			
Local			
Governments			
Private			
Corporations			
Cash	\$4,213		\$4,213
In-Kind	\$32,500	\$20,787	\$11,713
Foundations	\$13,287		\$13,287
Individuals	\$25,075	\$20,788	\$4,287
Total Revenue	\$275,075	\$241,575	\$33,500
Expenditures			
Personnel			
Salaries	\$90,000	\$85,500	\$4,500
Benefits	\$31,500	\$29,925	\$1,575
Purchased	\$0		
Board Expenses			
Meeting Space	\$1,800	\$1,710	\$90
Food	\$3,600	\$3,420	\$180
Computer			
Hardware	\$3,000	\$2,850	\$150
Software	\$1,200	\$1,200	\$0
ISP/IT Support	\$1,250	\$1,250	\$0
Server	\$5,000	\$4,750	\$250
Consultant & Professional Services			
Accounting/Payroll Services/Banking Fees	\$12,000	\$11,400	\$600
Clerical Support	\$10,400	\$9,880	\$520
Visioning - Consultants	\$0	\$0	\$0
Dues & Subscriptions			
APA/AICP	\$600	\$600	\$0
ARS	\$500	\$500	\$0
Colorado Nonprofit Association	\$225	\$0	\$225
Fund Raising Expense			
Materials, Postage, Other	\$7,000	\$0	\$7,000
General Event/Meeting Expenses			
Room	\$1,200	\$1,140	\$60
Refreshments	\$1,200	\$1,140	\$60
Insurance			
General Liability	\$1,000	\$950	\$50
Auto	\$2,500	\$2,375	\$125
Directors & Officers	\$1,000	\$950	\$50
Legal			
Attorney	\$6,000	\$5,700	\$300
Office			
Office Rent	\$16,000	\$15,200	\$800
Furniture	\$2,000	\$1,900	\$100
Reproduction/Printing	\$14,400	\$10,458	\$3,942
Telephone			
Land Line	\$1,200	\$1,140	\$60
Cell Service	\$1,200	\$1,140	\$60
Conferencing Service	\$2,000	\$1,900	\$100
Travel			
Conference	\$4,000	\$4,000	\$0
Auto	\$9,500	\$9,025	\$475
Licensing	\$500	\$475	\$25
Fuel	\$4,900	\$4,655	\$245
Auto Maintenance	\$4,900	\$4,655	\$245
Website Expense			
Hosting	\$1,000	\$1,000	\$0
Portal Development/Maintenance	\$32,500	\$20,787	\$11,713
Total Expenditures	\$275,075	\$241,575	\$33,500
NET	\$0	\$0	\$0

Exhibit B

Exhibit C

BYLAWS
OF
EMBRACE COLORADO
A COLORADO NONPROFIT CORPORATION

ARTICLE I

NAME, REGISTERED OFFICE, AND REGISTERED AGENT

Section 1. Name. The name of this corporation is EMBRACE COLORADO, a Colorado nonprofit corporation (hereinafter the "Corporation").

Section 2. Purpose. The Corporation is organized as, and shall be a nonprofit corporation organized and operated exclusively for and within the meaning of the exempt purposes of section 501(c) (3) of the Internal Revenue Code of 1986 or corresponding provisions of any subsequent federal tax laws, and for those purposes allowed under Colorado Revised Statutes, specifically including, without limitation, address the challenges of the rapidly growing region of Northern Colorado and assist citizens, businesses, and policy makers to develop a thoughtful approach to growth without losing what is unique about the nature and fabric of Northern Colorado and its communities, defining critical public development issues in Northern Colorado through visioning and collaboration; promoting and encouraging the use of innovative approaches to solve important land use and transportation issues; facilitating the cooperative effort of local community leaders and institutions and public leaders and agencies to develop new solutions to existing and emerging development, mobility, and infrastructure problems; conducting related research with respect to critical issues and disseminating the findings of such research; and developing the leadership talents and abilities of emerging leaders in Northern Colorado. The Corporation is not organized for pecuniary profit, and no dividends, distributions or earnings derived from the foregoing purposes shall be paid to or inure to the benefit of any trustee, officer or agent of the Corporation.

Section 3. Registered Office and Registered Agent. The address of the registered office of the Corporation is: 419 Canyon Avenue, Suite 300, Fort Collins, CO 80521.

The name of the initial registered agent of the Corporation at the following address is John Daggett, 419 Canyon Avenue, Suite 300, Fort Collins, CO 80521.

Exhibit D

Annual Audit Report received and reviewed by Region ____ Business Office. Date of Annual Audit Report _____ (Must be less than 24 months old)

Business Manager Name, Signature Date

Part III - ACTUAL

Total Project costs _____ Current STIP Federal \$ amount _____

Maximum in kind match \$ _____, Maximum % _____

Amount of cash match _____

Approval Signatures: CDOT Business Manager _____

OFMB Federal Program Manager _____

FHWA Operations Engineer _____

FHWA Financial Manager _____

* (Must be completed prior to authorization of any phase by FHWA)

References: CFR 23 172 and 710.515, CFR 49 18.20 and 18.37

When completed: Original to Region Project File

Copies to: Business Office Project File
 OFMB Project File
 Accounting Project & Grants Manager
 Accounting Project File
 Local Entity
 FHWA Fiscal File
 FHWA Project File

Form last updated 2/20/04, (Previous editions usable)

embrace colorado

growing without losing who we are

Agenda Item Summary	Item: D
	Date: October 8, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

embrace colorado™ Board Membership

Recommendation:

Staff recommends that the Board continue to identify Board candidates through its matrix development so that recruitment efforts continue to be focused, balanced and effective. In so doing, the Board can continue its essential and active role in establishing **embrace colorado™** and in providing support and guidance throughout this critical period.

Executive Summary:

embrace colorado™ is now embarking on a period essential to its development. Those who would serve on the Board are essential to the spirit, direction and development of the organization.

During this item, Board members will have the opportunity to “complete” its “recruitment matrix”, hear information about and consider Board candidates, vote to accept or reject these nominations, hear about others’ interest in serving on the Board and identify high value candidates that the Board would like to recruit. Board members will need to discuss potential candidates in the context of their long range goals for the organization and volunteer to recruit additional high value candidates prior to the November Board meeting.

Board Candidates
October 8, 2008

Gordon Thibedeau

PROFESSIONAL PROFILE

A nonprofit executive with over 15 years comprehensive leadership experience in the areas of strategic planning, organizational development, community building, and resource stewardship.

EDUCATION



1998	Regis University	Denver, CO
	<i>Master of Science, Nonprofit Management</i>	
1983	Webster University	St. Louis, MO
	<i>Master of Arts, Business Management</i>	
1974	Cameron University	Lawton, OK
	<i>Bachelor of Science, History / Political Science</i>	

Army War College, Command & General Staff College, et al.

RECENT PROFESSIONAL EXPERIENCE

07/98-Present United Way of Larimer County, Fort Collins, CO
President and CEO

Responsible for all aspects of personnel, finance, funds development, marketing, community impact and property management for a Metro II, 6.5 million dollar organization.

Notable Achievements include:

- ~ Acted as change agent in leading organization through comprehensive restructuring and new focus.
- ~ Achieved significant growth in all areas of the organization.

04/94-06/98 Partners of Larimer County, Fort Collins, CO
Executive Director

Responsible for all aspects of personnel, financial and program management serving youth in a one-to-one mentorship program.

Notable Achievements include:

- ~ Accomplished extensive program growth and achieved financial stability.
- ~ Established satellite offices in Loveland and Estes Park and implemented a tutor project within the middle schools.

05/93-04/94 VCH&OC, Fort Collins, CO

Program Manager

Responsible for refugee resettlement program management, assuring adequate levels of funding, publicity, and community acceptance.

Notable Achievements include:

~ Successfully accomplished contract negotiations, grant writing, and fund-raising activities.

11/91-08/92

JTF Bravo, Soto Cano, Honduras

Director of Operations

Responsible for planning, coordinating and supervising all military and humanitarian activities in Honduras and northern Central America.

Notable Achievements include:

~ Directed the activities of a hospital, airfield, engineer assets and over 1200 people to achieve national objectives.

07/88-10/91

Allied Forces Southern Europe, Naples, Italy

Chief, Special Projects Branch

Responsible for preparing and directing international planning for southern Europe and northern Africa.

Notable Achievements include:

~ Successfully overcame cultural and national sensitivities to achieve international planning agreements.

COMMUNITY ACTIVITIES

BOD President, Housing Services Day Center

BOD Member, 2-1-1 Colorado Governing Board

Member and Past President, Foothills Rotary Club

BOD Member and past President, Foothills Rotary Foundation

BOD Member, Fort Collins Area Chamber of Commerce

Governing Council Member, Fort Collins Group, Colorado Mountain Club

Co-Director and Senior Instructor, Basic Mountaineering Course, Colorado Mountain Club

Taught nonprofit management courses for State of Colorado, ADAD, CSU, and CRC.

Leadership Development Program, Center for Creative Leadership, 1997

References provided on request

John Blair



John Blair, a Colorado native, was graduated from Colorado State University. He began a banking career at First National Bank, Fort Collins, and received a diploma with honors from the American Bankers Association's National Graduate Trust School at Northwestern University. He steadily progressed to manage several Investment Management and Trust Departments in Greeley, Colorado Springs, and Denver. Currently, he is Vice President and Trust Manager at Home State Bancorp a closely held Loveland bank with branches in Fort Collins, Loveland, Windsor, and Berthoud.

John served on many non-profit boards of directors in successive leadership positions. Current affiliations include Hospice of Larimer County, Centennial Chapter -American Red Cross, Catalyst-EDU (a private school for special-need teenagers), Junior Achievement (kindergarten teacher), and Medical Center of the Rockies -Planned Giving Committee.

He resides with his wife of more than thirty years in Fort Collins, and is an outdoor enthusiast with interest in hiking, skiing, biking, and running.

Tom Haren



Thomas M. Haren is the owner and consultant of AGPROfessionals, LLC. AGPROfessionals, LLC is a full-scale national development company for the agriculture industry offering services from site selection, land acquisition and due diligence, entitlements and permitting, engineering, surveying and design, construction management and compliance.

Tom founded AGPRO in 2000. Prior, he was the Vice President at Envirostock Inc. from 1997-2000 which he purchased in 2002. He was Vice President of Environmental Services at the Colorado Livestock Association (1997-2000), the Director of Natural Resources at Colorado Cattle Feeders Association (1994-1997), and started his career at Stewart Environmental Consultants in Fort Collins in 1992.

Tom received (with Honors) his Associate of Science in Environmental Science and Hazardous Materials from Front Range Community College in 1992. He also studied Construction Management and Civil Engineering at Colorado State University and Biology at Appalachian State University, NC. Tom served and was honorably discharged as a Sergeant in the U.S. Army and was a Drill Instructor in Fort Benning, GA and Fort Jackson, SC from 1988 to 1992 where he was Brigade Soldier of the Year in 1989.

Tom has served on several boards and committees. He is a Certified Hazardous Materials Manager, a WSO Certified Safety Specialist, and Registered Ag Consultant. He served on the Colorado Water Quality Control Commission Non-Point Source Committee from 1995 to 2000 and the USDA State Technical Committee from 1995 to 1999. He was President of the Erie Coal Creek Irrigation Company from 2000 to 2005, Board Member of the Colorado Horse Council from 2000 to 2007, and is currently a member of the National Western Stock Show and Board Member of the Weld County Farm Bureau. Tom served on the Weld County Agricultural Advisory Committee in 1997.

AGPRO has approximately 300 active animal agriculture business clients in the 5-state high plains region and nationally. Tom has designed implemented conservation agricultural land-use programs and coordinated trials for USDA extension projects and land use planning throughout the country.

embrace colorado

Choosing Our Future

Agenda Item Summary	Item: E
	Date: October 8, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Mission of **embrace colorado**™

Recommendation:

Staff recommends that the Board discuss and focus the short and longer term purpose(s) of **embrace colorado**™ into a mission for the organization.

Executive Summary:

embrace colorado™ is proposed to manage a visioning process for Northern Colorado. The culmination of that process is establishing and implementing a "thoughtful growth strategy" which includes concrete goals (strategies) and objectives (actions) to realize the vision. The "hard work" is generally found at the funding and implementation stages of any planning process. It is important to clearly define the mission of **embrace colorado**™ so its work and the effort of those involved will result in a realization of the vision by implemented actions over time.

Background:

At its meetings on August 5, 2008 and September 10, 2008, Board members worked to develop a rough mission statement for **embrace colorado**™. The mission statement is built around answering the following essential questions:

Agenda Item Summary

Mission of **embrace colorado**™

1. Purpose: Why does **embrace colorado** exist?
2. Action: What will you do to achieve your purpose?
3. Beneficiaries: Who will benefit?
4. Values: What beliefs guide your work?

The current version of the mission statement is:

“Embrace Colorado seeks to facilitate a respectful and constructive conversation among the citizens of Northern Colorado to create a region rich in opportunity, diversity, and quality of life for all our citizens based on our common heritage.”

embrace colorado

Choosing Our Future

Agenda Item Summary	Item: F
	Date: October 8, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

Resolution No. 2008-05, Directing the Chair of the Board to Appoint a Negotiating Committee and to Work With Said Committee to Negotiate an Employment Agreement with John Daggett as Executive Director of **embrace colorado**™

Executive Summary:

The proposed resolution relates to negotiation of an agreement for employment of John Daggett as Executive Director to serve the Embrace Colorado Board. This action authorizes the Board Chair to create a negotiating committee and to work with the committee to negotiate and prepare an employment agreement between **embrace colorado** and Daggett for Board consideration at its November meeting.

Background:

Through September 30, 2008, the North Front Range Metropolitan Planning Organization (NFRMPO) provided staff support for **embrace colorado**™. As of the beginning of federal fiscal year 2008-2009, the NFRMPO has no longer budgeted to provide that support.

At this time, **embrace colorado**™ has no funded staff support, and there is no formal relationship between Mr. Daggett and **embrace colorado**™.

This item sets out a course of action the Board may take to move forward to arrange for executive support for the Board and organization by Mr. Daggett, and

Agenda Item Summary

embrace colorado[™] Executive Director Employment Contract Negotiation

to formalize the terms of employment of Mr. Daggett, in anticipation of procurement of funding for **embrace colorado**[™].

The proposed resolution authorizes and directs the Board Chair to appoint a contract negotiating committee, and to work with that committee and with Mr. Daggett to negotiate the terms and conditions of employment for Mr. Daggett as Executive Director of **embrace colorado**[™]. It further directs the Chair to present to the Board a proposed employment agreement for consideration and possible approval at its November 12, 2008, Board Meeting.

embrace colorado

Choosing Our Future

RESOLUTION NO. 2008-05

OF THE GOVERNING BOARD OF **embrace colorado** DIRECTING THE CHAIR OF THE BOARD TO APPOINT A NEGOTIATING COMMITTEE AND TO WORK WITH SAID COMMITTEE TO NEGOTIATE AN EMPLOYMENT AGREEMENT WITH JOHN DAGGETT AS EXECUTIVE DIRECTOR OF **embrace colorado**

WHEREAS, **embrace colorado**[™] is in the process of organizing its administration and developing funds for the 2008-2009 operating year; and

WHEREAS, the Governing Board of **embrace colorado** ("the Board") will require the services of an Executive Director as soon as possible, in order to continue to develop program resources and to administer, plan, manage and carry out the actions of **embrace colorado**, as directed by the Board; and

WHEREAS, the Board desires to employ the services of John Daggett ("Daggett") as Executive Director of **embrace colorado**; and

WHEREAS, it is the desire of the Board to develop and enter into an employment agreement with Daggett, in order to provide certain compensation and benefits to Daggett, establish the terms and conditions of his employment with the Board, and to define the working relationship between the Board and Daggett; and

WHEREAS, Daggett has expressed his willingness to negotiate with the Board an employment agreement providing for his employment as Executive Director of **embrace colorado** and establishing related terms and conditions.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BOARD OF **embrace colorado**, that:

SECTION 1. The Board hereby authorizes and directs the Board Chair to:

- a. Establish a contract negotiating committee, and;
- b. Work with said negotiating committee to negotiate proposed terms and conditions of employment for Daggett as Executive Director of **embrace colorado**, and;
- c. Develop a proposed employment agreement between **embrace colorado** and Daggett documenting said terms and conditions, and;
- d. Present a proposed employment agreement to the Board for review and approval at its November 12, 2008, Board of Directors meeting.

Passed and adopted at the regular meeting of the Governing Board of **embrace colorado** this 8th day of October, A.D., 2008.

Acting Chair

ATTEST:

Acting Secretary

embrace colorado

Choosing Our Future

Agenda Item Summary	Item: I
	Date: October 8, 2008
Embrace Colorado Board of Directors' Meeting	Staff: Daggett

Subject:

embrace colorado™ Fundraising

Action:

Staff recommends that the Board continue to discuss fundraising that will be necessary in the near term and establishing a committee with a chair to formulate a short and long range plan.

The discussion will address the work done and relationships made to date, necessary cash flow from local sources for 2009, the vesting of Board members, long range funding strategies and the business, philanthropic and governmental communities.

Executive Summary:

embrace colorado™ will require funding from many sources to be successful. Those sources are likely to include local governments, business, philanthropic sources including foundations and individuals, and the state and federal governments. This item includes a discussion of all those sources and the establishment of a committee to work to develop both a plan and those resources that will be required for **embrace colorado™** to be successful.